University Department of Commerce and Business Management

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A

Synopsis

for Ph. D. registration on

A Critical Evaluation of Human Resource Management Practices in Petroleum Sector- A Comparative Study between Hindustan Petroleum corporation limited. (HPCL) and Jio-bp.

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1. Introduction:

Management is the process of guiding the development maintenance and allocation of resources to attain organizational goals. Management is the art of getting things done through others. It is a series of inter- related processes to achieve organizational goals effectively and efficiently, working unanimously towards a predetermined goal. Management is needed for both human resource as well as non-human resource. But of all the challenges. Human resource management is the most challenging. Human being is embedded with volatile minds. They think and act. Everything in an organization is directly or indirectly managed by humans. So, managing human resources strategically is very important in order to achieve the goals of an organization. In short, human resource is finding the right person for the right job. Human resource is the foundation stone upon which an industry is built and includes employees' performance enhancement. Human resource management involves a future oriented process of developing as well as implementing strategies for employee's growth in the organization and contributes to business objectives. Human resource management develops a fit for purpose organizational culture. It primarily deals with every aspect of a business that affects employees planning, recruitment, selection, induction, training and development, performance management appraisal, promotion, removal or retention, compensation, management, safety, and all-important employees related aspects.

Anne M. Mulcahy, former CEO, and chairman of Xerox Corporation was of the view "*Employees are a company's greatest asset. They are your competitive advantage. You want to attract and retain the best. Provide them with encouragement, stimulus and make them feel that they are integral. Part of the company's mission*." (1)

Schlumberger Limited is the world's largest oilfield services corporation with

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References:

https://businessleadershiptoday.com

operations in approximately 80 countries. The company features in the Fortune's Best 500 to work for, mainly due to its employee focus, and HR practices. Some of the best HR practices of the firm are in the areas of gender diversity, an equal opportunity employer, engagements with the best schools in the world, family and work life balance support and no 'Glass Ceiling'.(2)

With the rapid technological advancement, innovations and the changing needs of customers, there is always pressure on the management to play proactive and strategic role in setting strategic goal that sync with the need of time. And to meet these challenges, the management must manage their human resource with competence. Organizations with strong human resource practices lead to a satisfied employee who in turn give their best efforts in reaching a desired goal. Human resource management defines IM as an approach of managing people. It is an important aspect in assisting and retaining talent. It may be defined as the art, knowledge, and skill of procuring, developing, and maintaining its competent workforce. It is multi- dimensional and also multidisciplinary approach. It is a comprehensive approach too. The organization prospers with the development of its people. So, the management must put effort into employee development. They aim at attracting, nurturing, and retaining talent. They also offer incentives, rewards, and other benefits to motivate their employees in order to get maximum satisfaction out of their work.

M.J Jucious define HR "*the field of HRM involves planning, organization, directing, and controlling functions of procuring, developing, maintaining, and utilizing a labor force*".(3)

Dale Yorder : *"HRM is the provision of leadership and direction of people in their working or employment relationship".*(3)

Encyclopedia Britannica defines HRM as management of the people in working organizations. It is also frequently called personnel management

References:

(1) Peter Parry, Varya Davidson and Andrew Clark 'Crisis in the oil and gas industry' http.//.strategy-business.com/;(i) leading ideas/ li0003. Last accessed on April 21, 2009.

hrmpeactice. comindustrial relations, employee retention, manpower management and personnel administration. It represents a major sub category of general management, focusing exclusively on the management of human resources, as distinguished from financial or material resource. (4)

1.2. Human resource management practices

1.2.1 Human resource practice is the strategy adopted by the management or human resource team to comply with the organizational goal and managing its human resource effectively and efficiently in achieving that goal. The main aim of any organization while focusing on human resource practice is to retain its best workforce and enhance their performance by providing training whenever required which leads to employees' overall development. They also aim to Foster positive work culture that helps in bringing the best result from its workforce. Human resource practices work towards job satisfaction of its employees because the satisfaction level of an employee is also associated with the success of an organization. Acquiring services from people is a skill and an act, human resource practices aims at acquiring service from people, maintaining them to perform better and also meeting their demands and meeting their needs also plays an important role in motivating them and it assures that they continue to maintain their commitments to the organization.

1.2.2 HR practices involve strategic operations of HR. They form the foundation and guidance for managing the companies' employees and should coordinate with the executive business plan. (5)

Some examples of HR practices:

- Setting the mission and goals of the HR department
- planning, organizing, and managing the HR department.
- measuring the effects of programs

References:

(2) www.Britannica.com/EBchecked/topic/human-resource-management

1.2.3 bamboohr .comHR practice is the planning made to meet the organizational goal by adopting a strategy that aims at managing the pool of human resource, within the internal environment, acquiring their services, developing their skills, motivation to high levels of performance and also assure them of better work culture.

1.3. The history of human resource management in India:

1.3.1 India has diverse culture and there is unity in diversity. India is also one of the fastest growing economies in the world. It has a very vast working force, so a very good and efficient HRM system and human policies are required to handle such a huge and diverse country like ours.

1.3.2 The HRM is not a very new and modern concept. India has a deep- rooted value system which has influenced the societies and also working condition, historically, it is stated that the world's first management book "Arthshastra" was written by Kautilya (the most reputed economist and management, Guru of Indian history advisor to King Chandragupta Maurya). There was a work environment, which was based on principles and procedures. There were also labour organization such as "SHRINE" labour were effectively managed. They were punished as well as rewarded according to their work.

1.3.3 Excavated sites of Harappan civilization have proved that this civilization was much ahead of its time. It showcased Indigenous and uninfluenced architecture, it represents one of the most impressive feats of urban planning, displaying meticulously, planned cities, portraying good management skills. Indian management history deals much earlier. Our Geeta and Ramayana has also showcased the importance of management. Geeta teaches how to manage people and turns to be a leader by transforming weaknesses into strengths.

1.3.4 The most important thing it teaches is self-management and prioritization of tasks. And thereafter managing people and resources. All these are clearly marked in the verses of Bhagavad-Gita as ongoing verses between Lord Krishna and Warrior Arjuna.

1.3.5 Understandably, the ancient Vedic concept of 'Varnashrama' also refers to division of work based on natural classification, inherent in a society based on one's personal capabilities and aptitude. "varna" means "root" and it's understanding difference in interpretation of Rigveda and Bhagavad-Gita. The 'Purusha Sukta' in the Rigveda 10.90, refers to the classification of four Vaasana by way of comparison to the primordial man (Purusha). It defines the Brahmana as the mouth, his arms as the Rajyana (used for Kshatriyas) his belly and thighs as Vaishyas and his feet as Sudra. Bhagwat Gita differs in this viewpoint with Lord Krishna who classified

individuals not based on his birth as heredity but on his interest and capabilities in doing work. This ancient management knowledge was quite relevant to the functioning of a society being relevant in this century also wherein we refer to career development as the best once interest and aptitude towards work. (6)

1.4. Nature of human resource management

1.4.1 To fulfil the goals of the organization, people come together as a team. Every individual is different in respect of skill as well as their abilities too is varied. But to work together as a team a direction is to be maintained and hence a good managerial ability is required to work towards a common goal as a happy and contented workforce.

1.4.2 ***Managerial process:*** - In order to attain organizational success an effective managerial process has to be applied so that the optimum utilization of human resources can be effectively obtained.

1.4.3 ***Both science and art:*** HR takes into consideration data and analysis, so it is viewed as a science. It also involves managing people tactfully hence, it is viewed as art.

1.4.4 ***Pervasive force:*** No matter what the size of the organization is and what the business is. Human resources are everywhere. No business can run without people. So HRM is present in all parts of organization.

References:

1.4.5 Dessler. Gary. Human resource management. NJ: Pearson / Prentice- Hall.2004p19***Result oriented:*** It aims at achieving the predetermined goal while utilizing its human resource effectively as well as efficiently.

1.4.6 ***Continuous process:*** HRM is not one action performed once. It's a continuous and also ongoing process and needs to be updated from time to time.

1.4.7 ***In disciplinary function:*** HRM is a comprehensive approach. This combines knowledge from business, psychology, and sociology. There are subjects too like organizational behaviour, economics, and more that has to be studied while applying the HRM approach.

1.5. Importance of Human Resource Management:

The importance of human resource management in most organizations comes down to having skilled and engaged people who are aligned with organizational goals. With enough of the right people, and organization can fulfil its vision and remain competitive. It must have HR management programs and practices are needed. (7)

1.5.1 ***Promotes a healthy work culture and relationship:*** the work of HRM is to create an environment where employees feel valued and secure and encourage them to work together in harmony.

1.5.2 ***Retention of workforce:*** -Talented and experienced workforce need to be retained for business success and also new employees should be trained and developed so that maximum utilization of human resources can be done.

1.5.3 ***Competitive advantage:*** The satisfied and motivated people give their most by fulfilling commitment to employees and the organization attracts a more talented workforce and retains its skilled workforce.

1.5.4 ***Promotes team spirit***: -HRM creates the feeling of pride and loyalty that makes them want to do their work as a team and give their best in it.

References:

1.5.5 mynu.edu***Overall development of the workforce***: - The HR team makes sure that every individual effort should be channelized towards the accomplishment of the task, and that each team member is proficient in their roles.

1.5.6 ***Allocating jobs to the right person***: - This work should be done with utmost care when the right person is chosen for the right job. It brings efficiency and specialization in the organization. It also contributes to overall growth of the company.

1.5.7 ***Motivation***: - The meaning of motivation is the step taken in the direction of human resources towards their satisfaction. A motivated employee is likely to do their best and also will stay for long. HRM focuses on motivation of employees as it directly impacts an organization performance and also its productivity.

1.6. Trends in human resource management

With the advance advancement of technology and dynamism aspect of work environment, both internal and external environment, embracing of changes is crucial. The hybrid model is the need of the hour. This method benefits remote work within a person collaboration. As technology and Time evolve, so do the trends in human resource management. The HR industry has to continuously keep working in order to maximize productivity and increase flexibility and efficiency simultaneously. (8)

1.6.1 ***A hybrid structure***: -It is a method of addressing the major challenges of remote work. It is a method of managing the workforce. It's a flexible work arrangement that combines office and remote work.

1.6.2 ***Digital transformation in HR trends:-*** Simplifying and updating human resources to make things work more efficiently and quickly is the process of changing and digitalizing existing HR processes.

References:

(8) zimyo.com

1.6.3 ***Automation of everyday tasks:*** - To give precedence to high value and productive working, HR leaders can leverage AI power solutions to automate their daily tasks that were conducted manually.

1.6.4 ***Eco innovation responsibilities***: - Any innovation that aims towards sustainability throughout their life cycle process of a product, optimum use of natural resources are made. There is a Quadri variate probit, Model, addressing eco product, eco process, eco marketing, and eco- organizational innovations.

1.6.5 ***Upskilling and reskilling initiatives***: - This is the part of employee training up, skilling means improving of current performance and career advancement. Reskilling is a method where an employee all together gets a new role. It helps employees to become more versatile.

1.6.6 ***Diversity, equity, and inclusion: -*** DEI is a concept and practices that recognizes and value differences among people and views everyone with the same eye, treating everyone fairly and giving everyone equal and fair opportunity. It is to support a culture of embracing, supporting, acknowledging, and accepting those with various culture and also of different sex, religion, social economic backgrounds.

1. 7. Petroleum sector in India

Liquid gold is the name commonly used for petroleum. The petroleum industry, also known as the oil and gas industry, encompasses the activities of exploring, extracting, refining, transporting, and marketing, crude oils, natural gases and petroleum products. It plays a crucial role in various sectors and significantly contributes to a nation's economy.(9)

1.8. Market size

1.8.1 First Petroleum industry back to 1889, near Digboi (Assam) the natural gas industry began in the 1960s, with the discovery of gas fields in

References:
(9) From: environmental chemistry and eco toxicology, 2022

Assam and Maharashtra (Mumbai High Field) as on 31 March 2018, India had estimated crude oil of 594.49 million metric tons (mt) and natural gas reserves of 1339.57 billion cubic meters of natural gas (BCM)

1.8.2 India imports 82% of its oil needs and aims to bring that 67% by 2022 with local hydrocarbon exploration, renewable energy, and indigenous ethanol fuel, the second top net crude oil(including crude oil products) importer of 205.3 MT in 2019.

1.8.3 By March 2021, India's domestic crude oil production output fell by 5.2% and natural gas production by 8.1% in the IY21 as producers extracted 30.4 917 MT of crude oil and 28.60 7 BCM of natural gas in the fiscal year.

1.9 Industry scenario

India is the third largest energy and oil consumer in the world. India is the fourth largest importer of liquid natural gas. (LNG). India consumed 80.8 MMT petroleum products and 23.4 BCM natural gas in April-July 2024, making a growth of 4.8% and 8.83% respectively over April-July 2023. (10)

1.10 Exploration and production

There are 26 sedimentary basins, covering a total amount of 3.4MN square kilometers. The area is spread across the land, with shallow water up to 400m water depth and deep water further to exclusive economic zone (EEZ).

- Cumulative crude oil production during July 2024 was 22.6 MMT, natural gas

production for June 2024 was 12,135 MMSCM.

- During first April. -31 July 2022, 8 blocks Were carved under OALPIX.
- It is intended to increase the nation's exploration by 0.5 Mn Square kilometers by 2025 and by 1.0 Mn square kilometers by 2030.

1.11. Growth drivers

- India's energy demand expected to grow at about 3% per annum by 2040 compared to the global rate of 1%.

References:

- (10) investindia.gov.inUnified tariff for natural gas pipelines and review of domestic gas pricing, unified tariff aims to benefit the consumers located in the area where currently the additive tariff is applicable facilitating the development of gas markets. Domestic natural gas price shall be 10% of the Indian crude basket price.
- Reduction in the 'No Go' area by 99% by making available and additional approx. 1Mn square kilometers of India's EEZ for exploration.
- Favourable policies: National data repository (NDR) discovered small field policy (DSF) marketing, pricing, freedom for natural gas, national seismic program (NSP) of unpraised areas planned 2D seismic survey for 48KLKM.
- *Government incentives*: Early production, royalty, concession of 10%, 20% and 30% for categories (i), (ii) and (iii) basins respectively
- MOEFCC's gazette notification dated 16.01.2020 stipulates that seismic survey do not require prior environmental clearance, provided clearance, provided the concession areas has got previous clearance for physical survey.

1.12 Human resource practices in the petroleum sector

Petroleum sector is one sector which is highly inflammable and is at high risk of accident, so corrective and measurable steps have to be taken to mitigate and avoid these accidents which can be fatal and dangerous, specially for employees. So, managing human resources in this sector plays a very vital role. HR professionals in this sector are responsible for recruiting, training and overall development of employees and also are responsible for maintaining a skilled workforce, ensuring safety and also achieving competence.

Some of the most important human resources practices are:

- Setting a goal with a vision and channelizing its employees in that direction.
- Attracting, recruitment, and placing the right person in the right place is also important. The maintenance of an experienced workforce is important and for this employee should be rewarded and recognized.
- Management of the workforce is important as its operation runs around the clock. HR system makes it easier to schedule shifts, track work hours and manage employee turnover, overseas and work locations.
- Training and development of employees is essential to keep their employees updated with the latest technology and also safety measures to be taken. The HR team should keep themselves involved in identifying skill gaps and work to sort out these gaps and ensure that its workforce is competent enough to meet future challenges and adapt to changing technology.
- *Priorities workplace safety*: Open reporting should be promoted to be aware about incidents and near misses, emergency action plan should be well. Rehearse also, employees should be provided with protective equipment such as respirators, hard hats and fall protection. Services should be provided by letting contractors ensure internal safety standards.
- At last, and not but not least, mental health should be also given importance. This work should be recognized and also rewarded with incentives and prizes as a part of motivating employees. Employees differentiate a good employer from any other employer through the feeling of well-being that is generated at the workplace. There need to be a balance between work and personal goals and wants of an employee's contributes positively to the retention of employees

1.13. Profile of Hindustan petroleum Corporation Limited (A Maharatna company)

1.13.1 Hindustan petroleum Corporation Limited is a Maharatna CPSU and HPCL is a

1.13.2 government company within the meaning of section 617 of the companies act 1956. It is registered with corporate identification numbers. (CIN) L23201MH195201008858.

1.13.3 The Registered office of the Corporation is at petroleum house, 17 Jamshedji, Tata Road, Churchgate, Mumbai 400020.

HPCL is an amalgamation of the Erst while foreign oil companies ESSO and Caltex, which were taken over by the government of India in 1974 and 1976, respectively. HPCL is a central public sector undertaking with a subscribed capital of ₹339.33 crores.

1.13.4 The shares listed on BSE/NSEN are actively traded. HPCL is one of the largest integrated public sector undertaking, engaged in the business of refining, crude oil and marketing, various petroleum products like asphalt, diesel, kerosene, LPG, lube oils, petrol branded products like ATF (aviation, turbine fuel), power, turbo jet, Neptha.(11)

1.13.5

Type	Public
Traded as	BSE: 500104 NSE: HINDPETRO
ISIN	INE094A01015
Industry	Petroleum
Founded	5 July 1952; 72 years ago
Headquarters	Mumbai, Maharashtra
Products	Petroleum, natural gas, LNG lubricant,Petrochemicals
Revenue	₹463, 886.08 crore, US dollar 56, billion2024
Operating income	₹18, 692.29 crore, US dollar 2 .2 billion 2024
Net income	₹ 16, 014.61 crore US dollar1.9 billion 2024
Total assets	₹182, 784.68 crore US dollar 22 billion 2024
Total equity	₹46, 921.35 crore US dollar 5.6 billion 2024
Parent	oil and natural gas Corporation
Subsidiaries	prize, petroleum Company Limited HPCL biofuel Limited. HPCL Middle EastFZCO HPCL LNG Limited

Source: hindustanpetroleum.com

References:

(11) https://en.wikipedia.org/wiki/Hindustan_Petroleum

1.14 Human resource practices in Hindustan petroleum Corporation

1. HPCL recognizes the value of human resources in delivering accelerated performance and contributing to the growth of the organization. Human resources activities are aimed at creating a conducive environment for employees to thrive and help them deliver excellence in their respective areas guided by the vision and overall strategy of HPCL. The focus is to build an agile and future ready workforce by establishing a strong linkage between employees, processes, and organizational values.
2. *Talent acquisition and management:* During 2018-19, HPCL has successfully implemented various qualitative improvements to strengthen and upgrade existing processes of talent, sourcing and management. To enhance efficiency and transparency of recruitment processes. Various online applications including online document, verification system and online panel nomination portal were developed and rolled out to attract new talent and promote HPCL employer brand, employee value proposition (EVP) was developed with the aid of multiple tools.
3. *Capability building:* As a part of capability building, a wide array of multi model learning and development programs aligned to the overall strategic objectives of the corporation are offered to the employees. A total of 34,368 man days of training was imparted to management employees during 2018- 19 which translates to around 5.7 man days of training per officers.
4. HP Academy HPCL introduced an e-learning platform, HP Academy containing online module with learning content for all marketing SBUS and refineries during the years HPCL has also collaborated with EBSCO digital library and an aggregator of full text content and online databases to provide wide range of online study materials.
5. Tie ups and academic institutes. HPCL has partnered with various reputed business schools, including IIM Lucknow, IIM Indore and IIM Tiruchirappalli

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for delivering executive general management programs to the young officers. HPCL considers human dimensions as the key to organization success. Several incentives

for the development of human resources to meet new challenges in the competitive business environment have gained momentum. HPCL recognizes the value of its human assets who are committed to achieve excellence in all spheres. HPCL has a mix of energetic youth and experienced seniors who harmonize their efforts to achieve the corporation goals. (12)

1.15 Profile of Reliance bp mobility Limited (RBML):

- BP and reliance industries Limited (RIL) announced the start of the new Indian fuels and mobility joint venture, reliance bp mobility Ltd(RBML) following initial agreement in 2019, bp and RIL teams have worked closely over the past few months in a challenging environment to complete the transaction as planned. bp has paid RIL $1 billion for a 49% stake in the joint venture, with RIL holding 51%.
- Operating under the Jio-bp brand, the joint venture aims to become a leading player in India's fuels and mobility markets. It will leverage reliance presence across 21 states and its millions of consumers through the Jio Digital platform, bp will bring its extensive global experience in high-quality differentiated fuels, lubricant, retail, and advanced low carbon mobility solutions.
- BP and RIL, expect the venture to grow rapidly to help meet India's fastest growing demands for energy and mobility. India is expected to be the fastest growing fuel market in the world over the next 20 years with the number of passenger cars in the country, estimated to grow almost 6-fold over the period. RBML aims to expand from its current fuel retail network of over 1400 retail sites to up to 5500 over the next five years. (13)

References:
(12) scribd.com
(13) https://en.wikipedia.org/wiki/Jio-bp

1.15.1

Type	Subsidiary
Industry	Oil and gas
Founded	2008 (16 years ago); Merged with bp on 2020 (4 years ago)
Headquarters	Navi Mumbai, Maharashtra
Products	Petroleum oil, Natural gas
Revenue	₹37, 753 crore $4.5 billion (2024)
Total Assets	₹6.720 crore $810 million (2024)
Net income	₹1,004 crore $120 million (2024)
Parent	Reliance industries (51%), bp (49%)

Source: jiobp.com

1.16. Market size

1.16.1 To introduce large scale, digitalization and technology deployment for various reasons, a team of RIL and bp are working jointly to review RIL HR systems. The head of the team is bp vice president, David Oxley.

1.16.2 "Reliance is looking at an upgrade of its people, processes and practices to prepare it for the next wave(s) of growth. It believes that our aspirations will need differentiated caliber of leadership and domain depth in all our businesses. David Oxley a VP of HR at bp, is spending time with us along with a set of others, HR practitioners of bp to help us review and strengthen our HR systems." Prabir Jha, head of Human resources, RIL said in an email response. [14]

1.16.3 RIL is one of the most promising and fast-paced private sectors. It has not just flourished domestic but also globally they always welcome new

References:

(14) https://economictimes.indiatimes.com/industry/energy/oil-gas/british-petroleum-to-aid-reliance-industries-in-revamping-human-resource-practices/articleshow/34796645.cms?from=mdr

also conceived a program called Reliance accelerated leadership program (RALP)in 2010 to groom a new breed of future leaders.

1.16.4 In order to bring new talent and develop its human resource, Jio-bp's HR team ensure a performance driven culture in the organization.

There are some strategies which they do are:

a) *Overall development of employees:* Humans can think and can act wisely. They are the biggest assets for any organization and to develop their overall performance will improve the performance of the industry.

b) Offer challenging projects and rewards and incentives should be given according to performance-there should be challenges so that the employees should always work in that direction to improve themselves. Challenges give power to leaders and the employees should always work under a leader

c) A performance driven culture should be created in order to motivate its employees to work towards a predetermined goal. Assignment of grade to employees-grade is assigned in Jio-bp, according to employees' qualification, capabilities, and their work experience. Fixation of renumeration-in Jio-bp remuneration is fixed according to the great given, and also some other factors do matter like job, profile, skillsets, seniority, etc.

2. Review of literature

2.1 There have been some human resource management studies in the past but majorly they are focused on the public and cooperative sector. Very few studies have been done in human resource aspect in private enterprise only big organizations like public and some private sector can afford a separate department for human resource management.

But when we talk about the effectiveness of HR in the private sector,it is way better than public sector because of its flexibility in policies, quick adaptation and ready to accept the changing innovation to maintain a certain standard. Some of the research done in the field of human resource management in oil and natural gas industries are reviewed.

2.1.1 Adedoyin Tolulope Oyewale (2024)[15]

The oil and gas industries have high risk of accidents and operational risks. This arouses question about the safety of human resources and this research has been done to focus on the importance of enhancing workplace safety and reducing operational risks. This study has majorly focused on prioritizing safety culture, employee training and proactive risk management. They have also focused on an important aspect which includes recruitment and selection process which is done to identify leaders who can act wisely in adverse situations. The selection process should be done to identify candidates with a strong safety mindset. The employee's competency Should be increased by providing them with training and also establishing a safety centric organizational culture.

2.1.2 Dr. Rauhollah Mojtahedzadeh and Reza Izadi (2013) [16]

Confirmatory factor analysis (CFA) was applied to recognize the impact of human resource management practices on performance in oil and gas industry in Iran. Primary data was collected from randomly chosen oil and gas industry in Iran by questionnaire method in between January-July 2011. The respondents were managers in these companies. A total of 175 managers of 20 randomly selected forms from the oil and gas industry responded to a questionnaire that measured 5 HRM practices and subjective measures of financial performance.

References:
(15) www.fepbl.com/index.php/IJMER
(16) glob.j.biodivers.sci.manag.3 (2):175-181,2013

Regression analysis indicated a positive and statistically significant association of these practices with performance. These studies show or provide insight for management to use these practices for better performance.

2.1.3 The document co. (2017)[17]

Piper alpha accident on July 6, 1988, occurred which resulted in the death of 167 oil rig workers(macalister,2013). This incident arouses the question of safety centric culture in the oil and gas industry. Many rules and regulations regarding the safety of the workers have come up from the government as well as the major stakeholders. This research has been done to show the significance of safety in the

work environment is very important. And it is also specifying that strict rules should be made regarding safety, and these should be practiced with honesty.

2.1.4 Taneja Parekh 2015

Three elements of training have been discussed such as purpose, place, and time. Training without a purpose is useless as nothing would be achieved out of it. And after identifying the purpose of training, its place must be decided i.e. whether it will be on the job or of the training. The method of training is decided according to the place. Appropriate training method results in desired effectiveness and efficiency among the employees by increasing their competencies. Training also results in increasing overall development of employees. Employee development programs are designed to make workforce, more competent and the specific predetermined objective can be achieved. There are several steps which need to be followed. These include reviewing organizational objectives, evaluating the effectiveness of these programs and measuring the impact of training of employees for a quality work life.

References:
(17) https://thedocumentco.com/literature-review-on-oil-gas-industry/

3. Research Gap

3.1 There has already been research done in the petroleum industry, but the competitive analysis between human resource management in HPCL (public company) and Jio-bp (private company) has not been done.

4. Objective of the study

The main objectives of the research are:

1. To study the multifarious functions of HRMS and their relevance in the petroleum sector.
2. To study the work culture in the organizational structure, especially when we talk about petroleum sector in HPCL and Jio bp.
3. To review the concept of human resource management in the dynamic

environment.

4. The motivation factors that influence petroleum sector is to be studied.
5. To study the safety culture in petroleum industry, this industry needs a safety centric environment.
6. To study about the effectiveness of the training system as well as performance appraisal system, as followed in HPCL and Jio bp.
7. To determine the factors affecting the formulation of HR policies in petroleum industry in India.
8. To explore the challenges faced while executing these policies in the petroleum sector, both in HPCL and Jio bp.

5. Hypothesis

- The public sector petroleum companies, e.g. HPCL, employees have better productivity than private sector petroleum companies e.g. Jio-bp due to better HR practice.
- The HR practices in HPCL is better than jio-bp in terms of job satisfaction, job retention and motivational policies.

6. Limitations

6.1 The research is limited to only the petroleum sector amongst all oil and natural gas companies.

6.2 This research is also limited to only one public company. (HPCL) and private company (Jio bp)

6.3 The research will be done in Eastern region exclusively, and the conclusion will be inferred for who petroleum industries in India.

7. Research, Design and methodology

7.1 The methodology which will be used for carrying out the report will be used as following types of data source for present research work primary as well as secondary data will be used. The research will mostly focus on descriptive research as it aims at finding facts and more often is based on surveys.

7.2 Tools of collecting primary data, the information will be collected directly from the HR managers and executives of HPCL and Jio bp.

7.3 Questionnaire and surveys:

This will include a range of open-ended questions to know the situation in detail.

- *Interview:* This will also include open, ended questions and carefully eliminating leading questions.
- *Sampling techniques:* This study will be using random sampling of the descriptive nature. All this will help to inform people in a very comprehensive research study.

7.4 Tool of collecting secondary data

Various statistical tools will also be used to analyze secondary data:

- Books or literature review
- Online Data
- Data from non-government and government archives

Chapterization

The following will be chapter schema of research report.

Chapter 1. Introduction and review of literature

Chapter 2. Human resource practices in the petroleum sector

Chapter 3. Comparative study of human resource practices in Hindustan Petroleum Corporation limited (HPCL) and Jiobp.

Chapter 4. Data Analysis and Hypothesis testing

Chapter 5. Conclusion, findings and suggestions

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